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USAID IRAQ ADMINISTRATIVE REFORM PROJECT

MONTHLY PROGRESS REPORT - FEBRUARY 2013

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Iraq Administrative Reform Project



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TABLE OF CONTENTS

Table of Contents.....	2
List of Acronyms	3
Executive Summary	5
CIVIL SERVICE REFORM	7
1.1 Working with HC and PSM on Civil Service Overhaul, Cooperation, and Follow-up with Ministries and Provinces on Implementation Process	8
1.2 Human Resources Management.....	8
1.2.1 Human Resources Management Provincial Coordination	9
1.2.2 Human Resources Management Information System	10
1.3 Federal Civil Service Institute (FCSI) and Training Sections.....	10
1.4 Budget Reform.....	7
NATIONAL POLICY MANAGEMENT	12
2.1 Regulatory Reform	12
2.2 Office of Policy Development in PMO	12
2.2.1 Office of Policy Development in the Ministries	13
2.3 Office of Policy Development in President of the Republic's Diwan	14
2.4 Policy Communication and Outreach.....	15
ADMINISTRATIVE DECENTRALIZATION	16
3.1 AD Component Wide.....	16
3.2 Planning Advisory Unit	16
3.3 Administrative Decentralization Support.....	17
3.4 Public Fiscal Management Advisory Unit.....	17
3.5 Project Management Advisory Unit	18
3.6 Procurement Advisory Unit.....	18
3.7 Organizational Development Advisory Unit.....	19
3.8 Service Effectiveness Advisory Unit	19
3.9 Service Center Advisory Unit.....	20
3.10 Quality Management Advisory Unit.....	20
3.11 Iraq Development Management System.....	20
3.12 Education Capacity-Building Initiative	20
3.13 Process Development Advisory Group.....	21
PROJECT ADMINISTRATION	22

LIST OF ACRONYMS

AD	Administrative Decentralization Component
BPA	Business Process Analysis
BPP	Bureau of Public Policy (Presidency)
CB	Education Capacity Building Initiative
CBO	Capacity Building Office (USAID)
CoM	Council of Ministers
COMSEC	Council of Ministers' Secretariat
Col	Commission of Integrity
COR	Contracting Officer's Representative/USAID
CoR	Council of Representatives
CoS	Chief of Staff
COSQC	Central Organization for Standardization and Quality Control
CSR	Civil Service Reform Component
DfID	Department for International Development (UK)
DG	Director General
DPMO	Deputy Prime Minister Office
ECBI	Education Capacity Building Initiative
FCSC	Federal Civil Service Commission
FCSI	Federal Civil Service Institute
GO	Governor's Office
GZ	Green Zone (See IZ)
Gol	Government of Iraq
GSP	Governance Strengthening Project (USAID)
HC	High Committee for Civil Service Reform
HR	Human Resources
HRD	Human Resources Division
HRM	Human Resources Management
HRMIS	Human Resources Management Information System
IDMS	Iraq Development Management System
INMS	Iraqi National Monitoring System
ISRAR	Iraq Solutions for Regulatory and Administrative Reform
IZ	International Zone (See GZ)
MoA	Ministry of Agriculture
MoC	Ministry of Communications
MoCH	Ministry of Construction & Housing
MoCu	Ministry of Culture
MoD	Ministry of Defense
MoE	Ministry of Electricity
MoEd	Ministry of Education
MoEn	Ministry of Environment
MoF	Ministry of Finance
MoFA	Ministry of Foreign Affairs
MoH	Ministry of Health
MoHE	Ministry of Higher Education
MoHR	Ministry of Human Rights
Mol	Ministry of Interior
MoIM	Ministry of Industry & Minerals
MoJ	Ministry of Justice

MoLSA	Ministry of Labor & Social Affairs
MoMD	Ministry of Migration & Displaced
MoMPW	Ministry of Municipalities & Public Works
MoO	Ministry of Oil
MoP	Ministry of Planning
MoSPA	Ministry of State for Provincial Affairs
MoSWA	Ministry of State for Women's Affairs
MoST	Ministry of Science & Technology
MoT	Ministry of Trade
MoTA	Ministry of Tourism & Antiquities
MoTr	Ministry of Transport
MoU	Memorandum of Understanding
MoWR	Ministry of Water Resources
MoYS	Ministry of Youth & Sport
MSI	Management Systems International
NCCIT	National Center for Consultancy and Information Technology
NDP	National Development Plan
NGO	Non-government Organization
NIC	National Investment Commission
NPM	National Policy Management Component
OD	Organizational Development
OPD	Office of Policy Development (Prime Minister's Office)
PAR	Public Administrative Reform Committee (See PSM)
PC	Provincial Council
PCSC	Provincial Civil Service Commission
PM	Prime Minister
PMI	Project Management Institute
PMAC	Prime Minister's Advisory Council
PMO	Prime Minister's Office
PSM	Public Sector Management Committee (See PAR)
RFP	Request for Proposal
RG	Regulatory Guillotine™
SAB	Supreme Audit Board
SES	Senior Executive Service
SIDA	Swedish International Development Agency
SoW	Scope of Work
SOP	Standard Operating Procedures
T&D	Training and Development
TA	Technical Assistance
ToR	Terms of Reference
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
USG	United States Government
WB	World Bank

This report summarizes project activities and accomplishments under the Iraq Administrative Reform Project (USAID-*Tarabot*¹) for the period February 1 - 28, 2013. The Monthly Report for March is due on April 2, 2013.

EXECUTIVE SUMMARY

- **Fourth Conference on ISRAR Reforms.** USAID-*Tarabot* held a conference to launch the second phase of the Iraq Solutions for Regulatory and Administrative Reform (ISRAR) initiative, where more than 6,000 pieces of legislation, regulations, and business procedures will be reviewed over the next 18 months. There were more than eighty participants, from the government, chambers of commerce, the private sector, and civil society. The initial 133 regulatory reforms will save start-up entrepreneurs precious costs and time, valued at USD \$1 Billion over five years. A great deal of money for entrepreneurs, these savings will stimulate the start-up of new businesses, which had been declining in Iraq, with a negative effect on private sector innovation and growth.
- **Trade Ministry Implements ISRAR.** The Ministry of Trade has begun to implement recommendations put forward by ISRAR. It has taken important steps towards reforming business registration for start-ups, shelving the requirement for companies to be leaseholders, submit to ministry site visits, or provide proof of ration card cancelation. These new registration procedures will be posted on the ministry website, giving access to all. The time it takes to register a new company should decrease from 74 days to eight, saving businesses USD \$30 million over five years.
- **Civil Service Commission Members Appointed.** The Council of Ministers appointed the members of the Federal Civil Service Commission (FCSC), designed and implemented with support of USAID-*Tarabot* Civil Service Reform Advisors. Four years on from the adoption of the FCSC Law of 2009, the newly-appointed members will decide the commission's structure, departments, and staff, with the assistance of USAID-*Tarabot*. The High Committee on Civil Service Reform will hand over the duties of the FCSC in phases to ensure that ongoing HR work in ministries and provinces continues.
- **Working for the Future of Muthanna.** USAID-*Tarabot* conducted the first Muthanna Conference, attended by the Governor, the Chairman of the Provincial Council, and more than 170 high-level participants, to outline their achievements over the past year and discuss new recommendations for quality management, project management, and procurement. Participants agreed to create a steering committee to boost cooperation between service directorates, an action plan for employee training and development, hold a conference on standard procurement bidding documents, and to work on gaining more authorities from the central government.
- **Practical Training Defined.** The final phase of a year-long comprehensive training needs analysis program was held in Erbil for the Training and Development Sections of eight ministries and three governorates. Participants are using surveys and staff interviews to design training programs with practical and lasting impact. USAID-*Tarabot* advisors have assisted government trainers to assess the training needs of around 3600 civil servants. Around 630 programs have already been identified, with more to follow, and are set to be delivered in the coming months.

¹ For brevity and convenience the Administrative Reform Project is referred to in the text by its Arabic name, *Tarabot*, meaning "Linkage".

- **Automation for Transparency.** Employees from the Ministry of Planning, and nine state-owned companies were instructed on the use of the Iraq Development Management System (IDMS), a web-based application that stores government and donor-funded development project data. USAID-Tarabot has trained staff from 15 ministries and 15 provinces, and helped install the system. All are using the IDMS system to plan and monitor investment projects, which should reduce project approval time from three to one month. The IDMS will be a public website, allowing anyone access.

Events: February was another strong showing of events for the USAID-Tarabot project. The following description accounts for the numbers and types of events delivered.

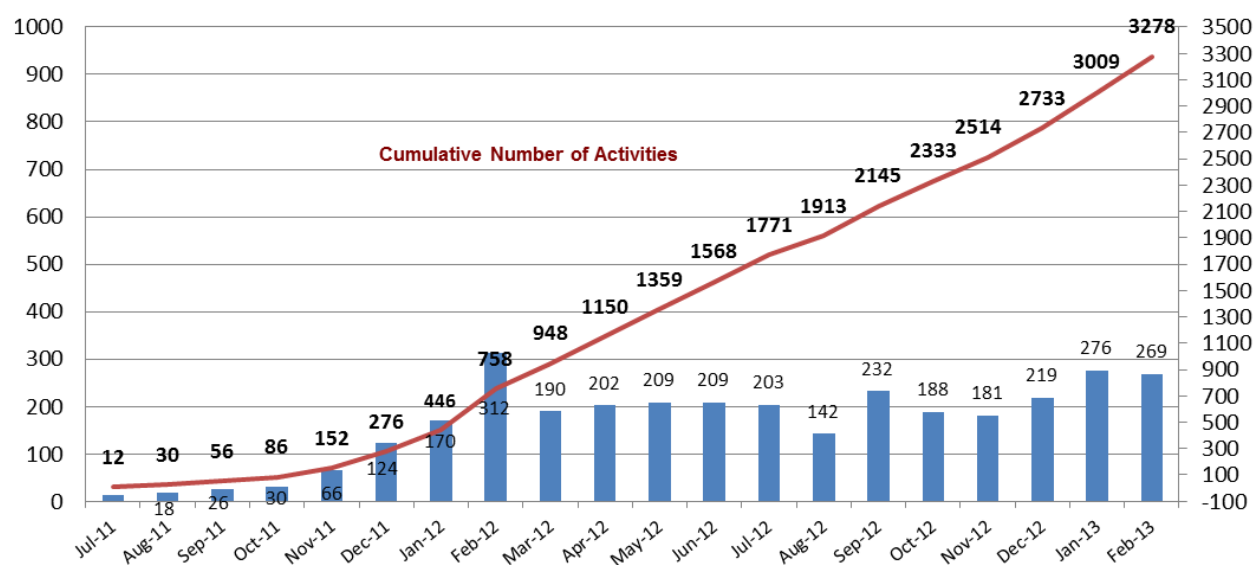
Total Events: USAID-Tarabot teams held 269 events (workshops and formal meetings) in February.

Locations: 137 of these events were held in Baghdad, while 132 were delivered on location in 14 provinces.

Type of Event: 260 events were formal assessment meetings, action planning, or implementation workshops. 9 events were introductory meetings.

Institutions: 125 of these events were with 24 ministries; 103 events supported the Governors' Offices; 13 events were directly with the executive offices, and 6 events were with Provincial Councils, 9 events with NGOs, and 13 events were attended by a mix of entities specified above.

Tarabot Components: 41 events were carried out by the Civil Service Reform component, 44 by the National Policy Management component, 177 by the Administrative Decentralization component and 7 by the Education Capacity team.



CIVIL SERVICE REFORM (CSR)

I.1 Budget Reform

The High Committee on Budget Reform established medium term goals and a road map towards achieving public financial management reform, this month. The Budget Reform committee's roadmap includes: accounting reforms (cash versus accrual), results based management reforms (program budgeting), budget and chart of account reforms, and the development of an integrated public financial management law. USAID-*Tarabot* advisors met the Committee Chairman to diagnose the gaps in the preparation and implementation of the federal budget and review the proposed draft law of financial management and public debt.

The PFM Team is revising a report on the benefits and costs of Cash vs. Accrual Basis Accounting, to include recommendations and to identify the resources required for implementation. This is the first step toward developing a long-term road map for Council of Ministers' Secretariat (COMSEC), and the Ministry of Finance. Several issues need to be addressed to achieve a public sector accrual accounting standard, including information and disclosure gaps, institutional capacity and constraints, and the risks of implementation.

USAID-*Tarabot* advisors drafted an analysis of Iraq's Chart of Accounts and Budget Code which identifies seven primary segments, including economic classification, organization, function, and location. The analysis indicates that the government primarily uses the economic and organization segments, and that the functional classification is not linked well with the other segments. The draft is being reviewed.

The PFM Team prepared a draft roadmap for results-based management reforms, which is currently under review by COMSEC's Budget Reform High Committee. The roadmap lays out a detailed technical assistance program for the government including budget classification and chart of accounts, policy based budgeting (adoption of a medium term budget framework), the development of program based structures, improving fiscal reporting and integrated financial management information systems, and improving legal frameworks and public financial management. COMSEC, with USAID-*Tarabot* assistance, organized a workshop for senior ministry advisors to provide guidance on reforms.

USAID-*Tarabot* met the Director General from the Financial Control Board to discuss the obstacles of preparing financial statements, the findings of which will be reviewed by the High Committee.

USAID-*Tarabot* advisors participated with COMSEC in a study tour to Jordan. They met officials from the Jordanian Ministry of Finance, the General Directorate of Budget, several ministries and the Supreme Board of Audit, who explained aspects of the country's budget system, including budget planning, preparation, approval, execution, and auditing. USAID-*Tarabot* was accompanied by Iraq's Council of Ministers' Secretariat (COMSEC), the Public Financial Management (PFM) committee, and representatives from the Prime Minister's Office, federal ministries, and the Board of Supreme Audit.

1.2 Working with HC and PSM on Civil Service Overhaul, Cooperation, and Follow-up with Ministries and Provinces on Implementation Process

Four years after the adoption of the Federal Civil Service Commission (FCSC) Law of 2009, the Council of Ministers has appointed the Federal Civil Service Commission (FCSC) members, who will structure the commission, its departments, and hire staff. The FCSC was designed and developed by *Tarabot's* CSR team. The establishment of the FCSC is an important achievement toward building a better civil service. Still in its infancy, *Tarabot's* CSR team will provide ongoing technical assistance to the commission.

During a meeting with the COMSEC High Committee (HC) for Civil Service Reform in early February 2013, committee members agreed to meet with FCSC commissioners and the Secretary General of COMSEC, and discuss the handover of the commission from the HC to the FCSC appointees. The responsibilities will be transferred in stages, to allow for ongoing HR work with ministries and provinces to continue uninterrupted.

1.3 Human Resources Management

The CSR team reviewed the current structure for Human Resources (HR) divisions throughout the ministries and governorates. A draft report was prepared for submission to the Federal Civil Service Commission. The report proposes upgrading HR divisions to departments, and suggests modifications to improve the effectiveness of Human Resources Divisions (HRDs). The recommendations are based on eighteen months of work with HRD managers, section heads and staff. An employee relations function was also proposed to ensure compliance with the organization's legal requirements as an employer. It provides support to line managers when employee issues arise, such as internal communications, appeals, grievances, discipline, equal opportunities, and health and safety.



HR Workshop in Erbil

The CSR team met with members of the Human Resources Departments of Ministries of Finance, Higher Education, Communications, and Agriculture, and the Baghdad governorate to review progress in implementing approved HRD structure and to review CSR-designed job descriptions. In the Ministry of Finance, the sections and units of the HRD are all in place and a ministerial order will be issued designating the responsibilities for each section and unit. The ministry formed a committee to conduct staff performance appraisals and the HR Planning section is currently reviewing the ministry's human resources. Work reviews were discussed with the Employees' Affairs Section and assistance was provided to establish a database for personnel records. The HR Manager continues to review 52 HRD draft job descriptions.

In The Ministry of Higher Education, the CSR team reviewed the planning responsibilities that should be transferred to the HRD from the Planning Department to comply with the approved HR structure. The Data and Personal Files Section was transferred to the HRD from the IT division. The HR manager promised to review the 52 draft HRD job descriptions by the end of the month. The Civil Service Reform High Committee requested the development of a Master's Degree in HR, which will be carried out by the Ministry of Higher Education and the University of Baghdad. The approach will require on-the-job training and will enable all levels of HRD staff to develop their competencies.

In the Ministry of Communications, the Deputy HRD Manager approved the CSR team's advanced training in job analysis and descriptions, selection testing and interviewing. The team emphasized the need to conduct work reviews every three months. In the Governorate of Baghdad, the team met, reviewing 52 draft HRD job descriptions and the HR manager promised to provide feedback next week. The HRD agreed to participate in an upcoming job description workshop. The HRD's IT unit continues to upload all the HR documents and personnel data to the electronic database.

A study tour was proposed for Director Generals, Deputy Governors, and senior HR managers on the application of best practices for Human Resources Management. Participants will learn HR practices from the Jordanian government, since the nation has addressed many of the same issues.

A workshop on standard job descriptions for HR Division Functions was held in Erbil for human resources staff from the Ministries of Communications, Planning, Agriculture, Health and Finance, and the Governorates Basra and Anbar.

1.3.1 Human Resources Management Provincial Coordination

This month, the CSR discussed action plans for the modernization of HR structure and functions for the governorates of Anbar, Wasit, Dhi Qar, Basrah, and Najaf. In Anbar, the manager expressed difficulty in adopting the HR structure and asked for assistance. In Dhi Qar, the CSR team met the Governor to discuss the training budget for 2013, evaluate the HRD's progress from the last year. The governor requested additional assistance for the HRMIS and to upgrade the HR division to a directorate. In Basrah, the CSR team met the governor and section heads to discuss their progress in the province with the needs of the HR Planning, Studies and Development and Training and Development Sections. In Najaf, the HR manager finalized a six-month action plan, which the CSR team will review. The team met the HR Manager and provided support in maintaining, updating and archiving employees' personal files electronically, using a CSR-designed template. In Babil, the Deputy Governor ordered the finance manager to allocate funds from the 2013 budget to enable the HR staff to attend the CSR workshops.

In Ninawa, the CSR team assisted the Training and Development Section to adapt training needs analysis forms and methodologies to the requirements of the governorate. The training needs analysis team finished a training needs analysis report, which is currently being reviewed. In Babil, the CSR team reviewed a plan for carrying out training needs analysis and the deputy governor issued an order to all employees to participate in survey. The CSR team is working with the Governor's nominee to build an IT network in the governorate. In Baghdad, the CSR team found that 430 surveys had been collected from staff to complete a training needs analysis in the governorate.

Meetings were held with the HRD Managers of Muthanna, Diwaniyah, Basrah, Babil, Najaf and Anbar on the development of job descriptions.

1.3.2 Human Resources Management Information System

The CSR team completed the draft request for quotation on the infrastructure and hardware needs to implement HRMIS for Basrah Governorate HQ and district offices. The CSR team is working on drafting business process maps for career management, staff transfers, promotion, and selection. They finalized the drafts of business process maps for career management procedures and for staff transfers. The maps are geographic representations of entire HR processes, which will help staff understand the steps involved and their roles.

1.4 Federal Civil Service Institute (FCSI) and Training Sections

The CSR team finalized an institutional framework for coordination of civil service training among government entities, and a document on the institutional arrangement of civil service training. The framework will create a landscape for successful implementation of civil service training, by defining the responsibilities and relationships of the Federal Civil Service Commission, Federal Civil Service Institute, and Human Resource Divisions (HRD) of the ministries and governorates. It also defines a mechanism for capacity development of training centers and trainers in the ministries and governorates, and identifies a system for civil service training in core administrative functions: public policy management, program management, public finance management, procurement management, civil service management, and anti corruption strategy.



*Training Needs Analysis
Workshop*

The CSR team has started to prepare job descriptions for 52 identified posts in the organizational structure of the FCSI. Filling these posts in this manner will allow the FCSI to perform its functions and achieve its objectives efficiently and effectively.

The CSR team met the Training and Development Sections of the Governorates of Baghdad and Babil and the Ministries of Communications and Higher Education to provide assistance in the categorization of information collected through staff surveys of the HR Division. Guidelines on how to conduct interviews to collect training needs were provided. In Babil, the section assessed the training needs for 1000 civil servants and found there was a need for training in media relationships, negotiation, leadership, strategic planning and budgeting.

Government employees from the Training and Development Sections of the Ministries of Finance, Industry and Minerals, Planning, Health, Higher Education, Communication, Agriculture, and Oil, and the Governorates of Baghdad, Babil and Ninawa attended a four-day workshop to initiate the final stage of a training needs analysis program. Participants learned to develop annual training and development plans, including performance improvement objectives, in order to identify gaps in performance, and schedule the delivery of training. It was agreed that the plans will be drafted by mid-March. The technical support provided by the CSR advisors enabled the Training and Development Sections to assess the training

needs of a total of 3676 civil servants, and to identify approximately 630 Training and Development programs for delivery this year.

NATIONAL POLICY MANAGEMENT

2.1 Regulatory Reform

The President of the Prime Ministers Advisory Commission (PMAC) issued an official letter supporting implementation of the first package of regulatory and economic reforms produced by the Iraq Strategies for Regulatory and Administrative Reform (ISRAR) initiative. The letter was delivered to all ministries including the office of the Prime Minister and several independent agencies such as the Central Bank of Iraq. The letter mentions the goals for improvement in each area of reform such as eliminating procedures, improving WB rankings, and creating economic benefits.



Head of National Investment Commission speaks at ISRAR conference

Implementation of ISRAR reforms for improving company registration from the first package of recommendations is underway at the Ministry of Trade, and several important reforms have already been completed. Based on preliminary analysis, the completed reforms are expected to reduce the time required to register a company in Iraq by eight days and save approximately \$30 million for Iraqi Businesses over five years. As a result of this achievement, the Ministry of Trade issued an official letter of appreciation to thank ISRAR and USAID for assisting with economic reforms and improving company registration procedures.

The Baghdad *Amanat* began reviewing the ISRAR recommendations for reforming construction permitting. After receiving a brief overview of the ISRAR project and reviewing analysis on construction permitting reform produced by ISRAR, the Amanat expressed enthusiastic support for implementing ISRAR recommendations. The Amanat welcomed further technical assistance on implementation from ISRAR, and offered the support of his entire office.

On February 16, 2013, the National Policy Management (NPM) team held its fourth conference in support of the ISRAR initiative for economic reform in Iraq, sponsored by the Office of Prime Minister Nour K. Al-Maliki and hosted by Al-Nahrain University. The purpose of the conference was to launch the implementation phase of a comprehensive regulatory reform initiative based on the Regulatory Guillotine™ approach. Speakers at the conference included the USAID/IRAQ Mission Director, Head of the Prime Minister's Advisory Commission (PMAC), a former Minister of Planning, the Head of the National Investment Commission, and international experts on regulatory reform from the USAID-Tarabot project. Attendees included over 80 representatives from Iraqi Ministries, think tanks, the private sector, and the media.

2.2 Office of Policy Development in PMO

NPM advisors are training the IT manager and his staff in PMAC to manage and maintain the new website of the Prime Minister's Office of Policy Development (<http://109.205.114.21/switch>). In the

coming months citizens will access the OPD and communicate directly with the policy advisors on national issues.

NPM team conducted the third workshop on quantitative policy analysis to the senior advisors of Prime Minister's Office of Policy Development (OPD) on the topic of "public policy and sustainable development". The advisors were also introduced to the application of the role of statistics and quantitative policy analysis in sustainable development, and reviewed the list of millennium development goals.

Dr. Sadeq Jawad of the Prime Minister's Office of Policy Development briefed NPM about his progress on developing a national policy on ground water aquifers. He gave an account about his meetings with a newly formed group in the Ministry of Water that the Government of Italy is assisting to draw a strategy to manage Iraq's water resources. The policy paper will focus on abstraction, rate of pumping, and depth of wells. A second policy paper will address and classify the quality of water.

Dr. Ali Shammari, advisor from the Prime Minister's Office of Policy Development, shared four scenarios to increase youth employment: financial incentives paid to poor, illiterate youth should be required to attend school, university graduates should be employed to teach illiterate children, or give private lessons in poor performing schools, subsidies and tax incentives should be offered to encourage the development of privately owned employment centers. Dr. Shammari is expected to present his policy paper to the public in early April at the Prime Minister's Advisory Council (PMAC).

2.2.1 Office of Policy Development in the Ministries

The NPM team continued its support in policy formulation for the Ministries of Environment, Labor and Social Affairs, Human Rights and Migration and Displacement. Policy officers from newly formed public policy units in these Ministries attended seven workshops on the policy cycle including the concept of evidence-based policy making. This month, the workshops focused on the importance of consultation in policy development, stakeholder analyses, the development of policy options. Decision-making and communication processes were also discussed.



Meeting with social ministries

The NPM team continued its assistance to economic ministries on conducting research for policy briefs on selected government priorities. Guided by NPM advisors, policy experts from the Ministry of Trade (MoT) began conducting a comprehensive diagnostic review of trade agreements of Iraq, in order to develop a policy brief for streamlining free trade agreements (FTAs). The policy brief will detail the FTA cycle including negotiation, implementation and assessment, the impacts of FTA on trade and the welfare of the people, and to assess MoT's information systems and capacity. A terms of reference (ToR) was produced and is currently being reviewed, a list of topics and issues and a detailed questionnaire were developed, and the initial findings of an assessment, on Iraq's regulatory framework and trade agreement initiation and implementation processes, were discussed.

With the NPM assistance, a team of policy advisors from the Ministry of Industry and Minerals (MoIM) continued working on a diagnostic study for developing a policy proposal for the institutionalization of Iraq's Industrial Strategy monitoring and evaluation (M&E) system. Participants analyzed current practices, assessed the demand for M&E information, and identified incentives for the stakeholders. MoIM policy advisors and communication specialists formulated the first part of the communication strategy for the Iraqi Revival Program for Industrialization (IRPI). It sets a background explaining the objectives of Iraq's Industrial Strategy and the IRPI, assesses the political economy context and challenges to implementation, and identifies the audiences and approaches to addressing their concerns. The USAID logo will appear on the Iraqi Industrial Strategy's title page to acknowledge the assistance they received from USAID-Tarabot.



NPM advisor explains trade effects to MoT experts

The NPM team worked with the Ministry of Electricity's (MoE) policy unit to finalize a summary of research on introducing energy efficiency measures in the electricity sector of Iraq. The paper was submitted to Director General of Consultancy Office for review. Once approved, the paper will be distributed to Ministry DGs and other stakeholders for their recommendations.

The Director General (DG) for Foreign Economic Relations at the Ministry of Trade was briefed on the findings of the FTA diagnostic review and the necessary steps to implement its recommendations. The DG requested additional assistance to establish a foreign trade management information system (MIS) and stated that the Ministry will launch the system this year. At the Ministry of Agriculture (MoA), the DG of Planning & Follow-up and a senior expert from the Policy & Strategy Support Unit (PSSU) agreed on training topics and identify areas for assistance. The ministry staff will select an agricultural policy to develop into a national priority program with the assistance of NPM.

2.3 Office of Policy Development in President of the Republic's Diwan

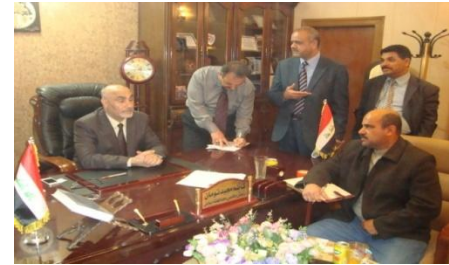


Advisor from the Office of President Jallal Talabani makes a point

The NPM Team conducted several mentoring sessions with the Presidency advisors along with a representative from the Office of Policy Development of the Prime Minister to write and present a policy paper on "Brain Gain". The departure of Iraqi academics to foreign universities will be discussed in three periods, 1980-1991, 1992-2003, and 2003 to date, with focus on the laws in place on immigration and higher education at the time. The social, political, security, wars, sanctions, and economic reasons for the professors depart from Iraq will be reviewed. The advisors used the science of axiology to assess the costs and benefits of each scenario.

2.4 Policy Communication and Outreach

The NPM team met Dr. Torhan Al-Mufti, the Minister of State for Provincial Affairs (MoSPA), to discuss their policy development assistance to provincial councils and its plan to help them open policy units. NPM opened a hub office in Babil to facilitate their work with the provinces of Babil, Najaf, Karbala and Diwaniyah.



Head of Babil Provincial Council

The NPM team met representatives from Ministry of Higher Education and Al Nahrain University to plan a conference on the role of academics in the policy making process. The conference, held under the auspices of the Minister of Higher Education, is expected to be attended by the representatives from the Prime Minister's Policy Office, Parliament, Ministries, the Presidency Diwan, the university political science faculty, think-tanks and NGOs. The conference will focus on developing public policy curricula in Iraqi universities and establishing public policy centers to meet the current need for government public policy advisors.

The NPM team met the Head of the Babil Provincial Council and the Executive Directors of the Karbala Provincial Council to discuss opening policy units in their provinces. The provinces supported the idea and agree to nominate five staff to assist NPM to open the units.



NGO workshop

As part of an effort to expand outreach to women and disadvantaged NGOs, several workshops were delivered on policy advocacy of NGOs in Babil, Karbala, Wasit and Diwaniyah. Over 25 NGOs representing women's rights, human rights, the disabled, development, children, and the poor, including the Women's Rights Center for Relief and Development in Babel, Together to Protect the Environment Association (TPEA), Inki Association for Feminist Arts (IAFA), Poor and Persecuted Families Relief Association (PPFRA) and

Organization of Women Freedom in Iraq (OWFI). The organizations asked NPM for training on the policy process and how effectively to advocate for their cause.

ADMINISTRATIVE DECENTRALIZATION

3.1 AD Component Wide

USAID-Tarabot conducted the first Muthanna Conference, attended by the Governor, the Chairman of the Provincial Council, and more than 170 high level participants. The event outlined USAID-Tarabot's achievements over the past year. The Quality Management, Decentralization, and Procurement Advisory Units pledged to continue to help improve the quality of services in the governorate.



Muthanna Conference

A number of recommendations were agreed on, such as maintaining the development program and capacity building of Project Management staff, establishing a Quality Management Unit in the governorate, creating a steering committee to boost cooperation between service directorates, and an action plan for employee training and development. Participants concurred on the need to adopt international procurement standards, and further meetings on standard bidding documents were scheduled for next month. A conference for companies and contractors was also suggested, to train participants in their use. In the important area of decentralization, governorate officials endorsed the recommendations of USAID-Tarabot advisors, and agreed to continue to work toward acquiring the necessary authorities. The Governor said that USAID-Tarabot staff have become "enduring partners" and looked forward to Tarabot's continued assistance in the Governorate over the coming year.

The Service Centers and Organizational Development Advisory Units met the Head of PMAC and his Chief of Staff to present proposals for an Iraq Center for Excellence in Government. It is intended to promote a culture of excellence across Iraq's public sector, and calls for service centers in the Ministries of Labor and Social Affairs, Municipalities and Public Works, Minorities and Displaced, Higher Education, and the Ministry of Justice. These will make service delivery more accessible and responsive to citizens. The PMAC head agreed to facilitate a multi-agency workshop in late February to push forward the Iraq Centre for Excellence, and expressed his support for the service centers. USAID-Tarabot aims to have both initiatives established and functional by mid-2014.

The Governor of Babil visited the USAID-Tarabot compound this month, where he met with representatives from the project. The Babil hub manager and Planning advisors attended a ribbon-cutting ceremony at Diwaniyah Governor's Office (GO) for a new Planning Directorate building. Officials thanked USAID-Tarabot for its technical assistance to the steering committee.

3.2 Planning Advisory Unit

The Planning Advisory Unit worked with government officials on the 2013-2017 National Development Plan (NDP), including designing individual projects to the specifications of the NDP. Advisors prepared export data, stock data, and broad economic categories for a final demand matrix that will allow the ministry to select and categorize capital projects going forward. The Planning Unit met the Department

of Maintenance and Projects at the Ministry of Labor and Social Affairs (MOLSA) on the points of connection and disconnection between projects and NDP goals.

Planning advisors met with Project Steering Committees of Babil, and Muthanna. They helped the steering committees to apply selection criteria to projects. The team also held a provisional meeting with the Muthanna Deputy Governor for technical affairs as a step forward for a large meeting of provincial steering committee to review the allocation of projects over at the districts and sub-district level.

Planning advisors met the Ministry of Municipalities and Public Works (MoMPW) in order to establish a planning steering committee in Najaf Province. They agreed to coordinate with the Governor's Office and The Ministry of Planning (MoP) to establish the planning steering committee. Finally, the Deputy Governor of Muthanna issued an order to all departments in Muthanna Province instructing them to adopt projects selection criteria endorsed by USAID-Tarabot.

3.3 Administrative Decentralization Support

Working closely with regional authorities in several Iraqi provinces, the Decentralization Advisory Unit reviewed the process by which administrative powers are transferred from the central government to provincial authorities, per article 105 of the Iraqi Constitution, which ensures the rights of Iraqi provinces. The unit met employee from Kirkuk, Maysan, and Muthanna to review powers and look for further powers to be transferred to the Governorate from the central government, including how to request these powers from COMSEC and the Parliament.

The unit met the Provincial Council of Wasit discuss article 105 of the Iraqi Constitution and prepare an official reply to the Iraqi parliament. Wasit is one of many regional bodies that have requested technical assistance from the Decentralization advisory unit regarding article 105, which is intended to establish a public committee to ensure the rights of Iraqi provinces. If passed, article 105 would create a legal channel for the decentralization of political powers from the central government to provincial authorities.

3.4 Public Financial Management Advisory Unit

Public Financial Management (PFM) advisors conducted a series of surveys and worked closely with ministry staff to establish a foundation for medium term budget frameworks.

PFM advisors conducted a practical survey in Ministry of Municipalities and Public Works (MoMPW). The hands-on survey is an extensive list of questions derived from the Public Expenditure Financial Assessment (PEFA), the OECD public financial management review, and the World Banks (PREM) practical survey. PFM advisors interviewed the heads and staff of the various departments of MoMPW. The PFM advisor assessed the processes of budget formulation and execution in the capital investment budget. A technical report is being prepared (in conjunction with the 7 other surveyed ministries) by PFM unit. A draft will be prepared and submitted shortly for review.

The PFM advisors developed course material for a series of two-day workshops delivered to the Ministries of Health (MoH), Trade (MoT), Industry and Minerals (MoIM). The presentation material includes rules as to how a medium term budget framework can be developed. Further, basic concepts for results based management systems have been included in the course curriculum.

3.5 Project Management Advisory Unit

In coordination with the Education Capacity Building Initiative, the Project Management Unit advisors evaluated the implementation of the recently completed action plan for the Ministry of Education. It is hoped that this technical assistance will demonstrate the value of a dedicated Project Management Office within the ministry.

The Governor of Muthanna approved the establishment of an internal Project Management Office (PMO) in Muthanna. Muthanna joins the GOs of Babil, Diwaniyah, Najaf, Anbar, and Basrah, all of which have approved the establishment of project management offices. The Ministries of Justice and Migration & Displaced have also approved the offices, which are designed to improve accountability and transparency in partner organizations. Advisors also met the School Building Manager in the Ministry of Education (MoEd) on the establishment of a project management Office (PMO).



Project Management Meeting with MoED

Project management advisors met the provinces of Kirkuk, Salah ad Din, Wasit and Ninawa on the implementation of the Project Management Institute (PMI). In Kirkuk, advisors reviewed a pilot Ministry of Migration & Displacement (MoMD) project. Wasit representatives agreed to rename the engineering department to a project management office, as proposed by USAID-Tarabot. The office will centralize project management in the GO, and focus on pre-planning and projects prioritization.

The unit conducted a meeting in Ministry of Communications (MoC) to present its mission for the coming year with the Deputy Manager of Engineering Consultation Dept., the Manager of Transmission Dept. and the Deputy Manager. The PM advisors also conducted a meeting with Ministry of Construction and Housing (MoCH) to determine the common problems that hinder the implementation of projects inside the ministry. It was agreed to establish an advisory committee that will be assigned to find the best environment to implement the PMI system.

The project management advisors met the Ministry of Agriculture (MoA) to discuss progress on a pilot project. MoA engineers have successfully developed the project's feasibility study, charter, stakeholder register, and WBS according to the international standards set down in the PMI system. The expected outcome is a successful and high-quality project, completed and delivered to the beneficiaries within time, and not exceeding budget.

3.6 Procurement Advisory Unit

The procurement advisory unit conducted an annual review meeting with USAID. Advisors presented success stories from 2012 and plans for 2013. They focused on activities on the central and local levels, and on progress in the Ministry of Planning. Success stories include a new web page for the directorate of government contracts at the Ministry of Planning and the posting of procurement legal text on ministry websites.



MoMPW Procurement Workshop

The Basrah Governorate's Contracting Department started publishing its tenders and procurement opportunities worldwide on the dgmarket website, allowing private vendors to bid on capital projects. Advisors are helping the governorate of Muthanna prepare the 2013 procurement plan and post announcements on the Muthanna Web page.

The Procurement Advisory Unit conducted a meeting with the Director General of the Office of Government Public Contracts and Policy (OGPCP) at MoP. It was agreed that the procurement advisory unit will participate with the MoP staff in the review and finalization of the bidding documents. Furthermore, the DG asked for training assistance for his trainers. The OGPCP agreed to use World Bank documents as the bases for the review of their bidding documents.

The Procurement Unit conducted a series of technical meetings for Ministry of Energy (MoEn) Contracting Department and MoMPW. The meetings were designed to prepare the Procurement Plan for 2013, explain the intricacies of the archiving and coding system, create a new web page for procurement and bidding, and discuss standard bidding documents.

3.7 Organizational Development Advisory Unit

Advisors from the Organizational Development (OD) unit met with counterparts at Iraqi educational institutes to follow up on progress made with organizational excellence.

The OD unit met the University of Baghdad's Department of Development and Continuous Education and the University of Ninawa's OD team to follow-up on administrative reform. In Baghdad, they reviewed the organizational redesign proposal for the department developed by USAID-Tarabot.

The OD team met with the Scientific Assistance for Foundation of Technical Education (FoTE) President to share the outcomes of the Phase 2 Workshop 2 on Solution Maps. The FoTE OD team will prepare a follow-up presentation for high-level management.

OD advisors met the Office of Administration Manager at the University of Basrah to discuss the most effective ways to accelerate the implementation of OD administrative reform plans. An agreement has been made to empower the OD team members, assign responsibilities, and follow-up their respective plans to foster the administrative reform plans quickly.

Lastly this month, advisors met the OD Department Manager at MoMD to gather the necessary information needed to establish the OD Department. The USAID-Tarabot team will start writing the OD unit proposal to share it later with the ministry.

3.8 Service Effectiveness Advisory Unit

USAID-Tarabot advisors met the Planning Department in the Ministry of Youth and Sports (MoYS) to further discuss the service improvement of youth clubs. Participants explored using a Baghdad youth club as a pilot project, helping it design and publicize programs better adapted to the needs of youth, especially girls. Service improvement for the youth clubs, whose participants are typically 30 and under, affects around two-thirds of Iraq's population.

The Ministry has reacted positively to USAID-Tarabot surveys of youth club members, and earlier this month, proposed a move toward a more decentralized system. This will give directorates greater technical and administrative powers, and allow clubs more flexibility in the way they provide services to their communities. This will not cancel central ministry control and oversight, but is expected to help reduce bureaucracy, and encourage the clubs, parents and youths to play a greater role.

3.9 Service Center Advisory Unit

The Service Center Advisory unit met with representatives from MoMPW and the Ministry of Justice (MoJ) to review service guide manuals and service standard operating procedures. They also explained the concept of “One Stop Shop” and the goals of implementing integrated service centers to addition, the Ports Director in the Ministry of Transportation (MoTr). They also conducted a workshop with the Um Qasir port to initiate mapping and analysis of service processes to develop services business process mapping.

3.10 Quality Management Advisory Unit



Wasit Quality Management Workshop

The Quality Management Unit continued to conduct quality awareness workshops in the provinces of Wasit, Diyala, and Muthanna. In Wasit, the governor’s deputy, heads of directorates, and managers of departments were introduced to quality management themes, including management definitions, quality concepts and their value to an organization, and international standards. In Diyala and Wasit, the governor approved the establishment of quality division. USAID-Tarabot team received an official letter from the Ministry of Trade confirming its readiness of work with Tarabot in the area of Quality Control. MoT has already established a quality control unit last year under the support of the Deputy Minister, and they are looking for technical assistance to support this unit.

3.11 Iraq Development Management System

The IDMS Advisory Unit reviewed the progress of MoP’s implementation of the IDMS. Advisors identified hardware and internet access issues and encouraged the IT department to solve the problems as soon as possible so that MoP can take full responsibility for the management platform. Twenty-four employees from the Ministry of Planning, and nine state-owned companies were instructed on the use of the Iraq Development Management System (IDMS). The purpose of the meeting was to review all capital investment projects for 2011, then finalize data. This provided a huge boost for the MoP and for other ministries, as it allowed them to retrieve accurate development data to generate reports for project investment monitoring.



IDMS Workshop

3.12 Education Capacity-Building Initiative

As of the end of February, the Education Capacity Building Initiative (ECBI) team has trained over 1000 participants from the Ministry of Education (MoEd). The ECB team continued its activities with seven different workshops in Baghdad and the provinces and several meetings to help promote ECB and Tarabot goals with the MoEd.

The Education Team revised the cost-share activities to match with USAID-*Tarabot* Education Team deliverables in partnership with the Ministry of Education funds for the 2012-2013. They also held different meetings with the MoEd Deputy Minister of Scientific Affairs, the PMAC Education Advisor, and USAID Field Monitors. The Deputy Minister, after getting great feedback from trainees in advanced level courses, expressed the Ministry's need to expand *Tarabot* training to cover more Education technical areas beyond Public Administration core areas. Also, the Education advisor at PMAC reiterated the Deputy Minister request in a different meeting with *Tarabot* Education Team. The Education team held workshops for the governorates of Ninawa, Muthanna, and Diyala. Education DGs of the provinces expressed their gratitude for their service.

	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Total
Completed Classes	2	6	5	2	13	6	7	8	8	7	57
Participants	64	86	78	41	174	103	118	98	121	58	1001
FM	44	0	20	20	44	20	14	20	0	28	210
CL	0	30	16	21	52	31	46	41	64	47	344
IT	0	0	0	0	38	24	22	10	27	41	162
PM	0	14	42	0	9	28	14	27	16	0	150
Pro	20	24	0	0	12	0	22	0	22	0	98
Other	0	17	6	11	19	0	0	6	0	0	59

3.13 Process Development Advisory Group

The Process Development Advisory unit worked on standard operating procedures for quality and performance standards in partner ministries. Advisors conducted introductory and follow-up meetings with the Ministries of Culture and Agriculture. They explained their methodology, and the benefits and intricacies of standard operating procedures. The DG of MoA Contracts Division approved 14 Standard Operating Procedures. The Monitoring and Internal Audit Department standard operating procedures for MoA have been officially approved. The remaining directorates and departments will sign their procedures next month.

PROJECT ADMINISTRATION

Staffing and Deployment: The project has a staff of 33 expatriate and 245 local personnel, as of February 28, 2013.

Visa application processing continues uninterrupted. The Ministry of Interior issued additional regulations for visa renewal, this month. Effective February 21, expats arriving in Iraq with active visas cannot apply a new visa to their passports if their current visa has not expired. Previously, expats could enter Iraq and receive a new visa up to three days prior to their current visa's expiration. The regulations place limits on exit visas as well, allowing only a one-time extension of ten days.

Security, Facilities: There were no significant events to report for this period.